

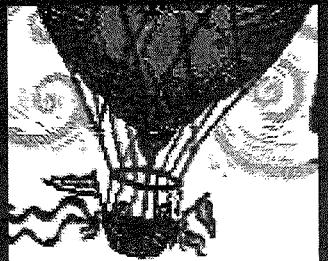
Long Term Internet Strategy: A Commercial Internet Service and Platform

“Internet is the Future” --Someone Famous

“Those that drive the Internet
drive the Future” -- Brewster

Brewster Kahle
Sept 1, 1995
DRAFT presentation

AOL Current Internet Strategy



- ◊ Brand: A window on the Web,
Netnews, Gopher, WAIS, Email
- ◊ GNN the Service: An Internet
Access Service ala NetCom, ATT
- ◊ Nothing now to compete with
MSN and Netscape. (GNN the
Platform)

What is a Platform?

- ◊ A framework for developers and info-peneurs to profit from.
- ◊ Consists of code modules supplied to 3rd parties that use our libraries, protocols, training, and services.
- ◊ Ala: MacOS, MSN, NetScape, JAVA
- ◊ Currently we mostly focus on consumers, not 3rd parties
- ◊ A platform can be all-encompassing or piece parts (Win95 vs 900 numbers)

What are some Example Network Platforms?

Geographic Platform for navigation
and personal publishing

Billing Platform for developers

Game Platform for massive hosting
and network facilities

Geographic Platform: An Example

Your Child is about to go back to school...

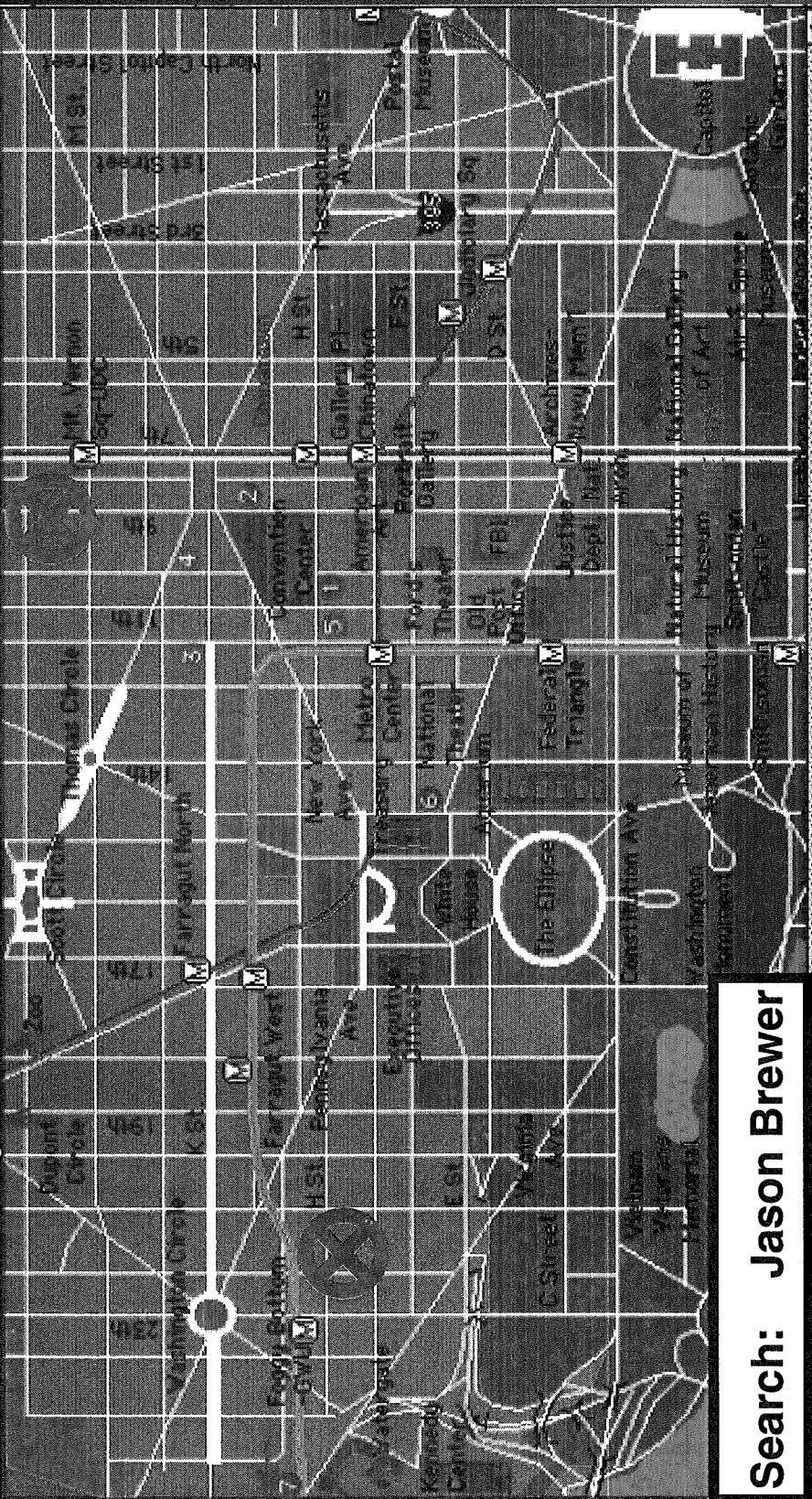
Who are her classmates?

What does she need for school supplies?

Geographic Platform User Experience

Circle on a Map your home region,

Search for your child's name: home and school pop up.



Search: Jason Brewer

School Server

**Classroom has pointers to
student s homepages,
teacher s homepages,
supplies needed.**

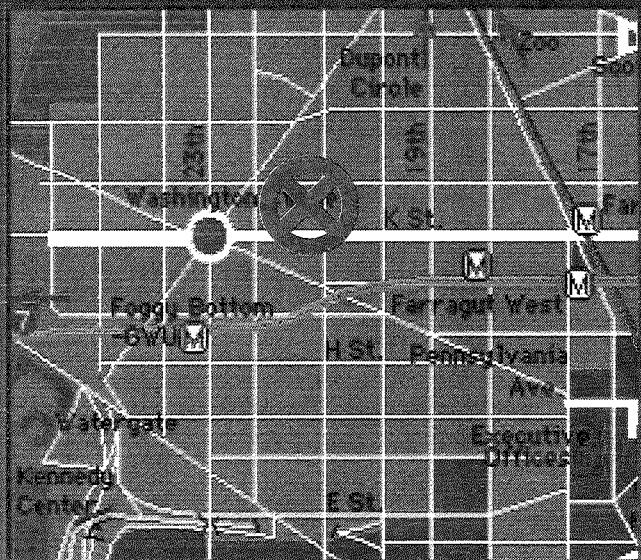


Finding School Supplies

Find it on the map

Then go to the
store's site.

Order things or
just get hours



Geographic Platform Benefits to AOL

AOL is the place to plug in your school requirements, your child's homepage, your store's URL.

AOL gains subscribers, content, and community.

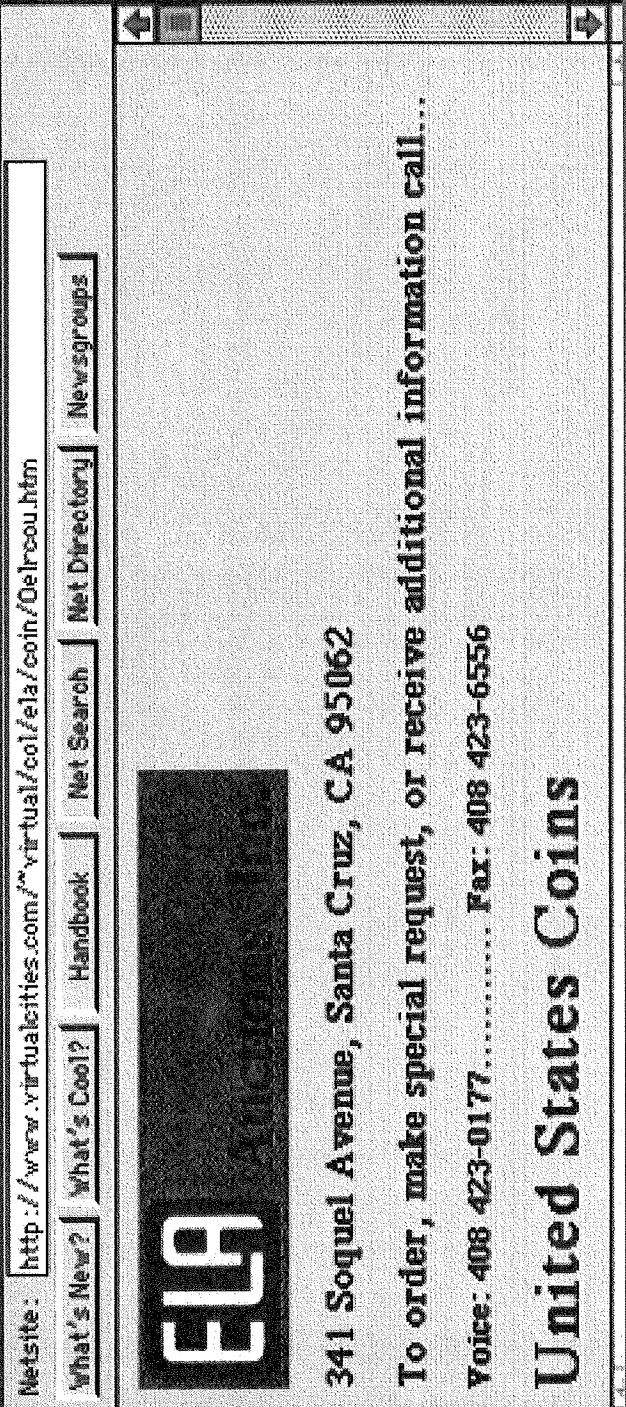
Billing Platform

Example
Anyone's web site can become commercial as easily as setting up a 900 number!

Distributed Software module supported by AOL (or Licensee)

Centralized Billing service operated by AOL (or licensee)

AOL Manages the money and takes a cut.



The screenshot shows a web browser window with the following details:

- Address Bar:** http://www.virtualcities.com/virtual/cities/coins/Delecou.htm
- Navigation Bar:** Back, Forward, Stop, Refresh
- Menu Bar:** File, Edit, View, Insert, Format, Tools, Help
- Toolbar:** Home, Stop, Refresh, Back, Forward, Stop, Refresh
- Links:** What's New? (underlined), What's Cool?, Handbook, Net Search, Net Directory, Newsgroups, Newsgroups
- Content Area:** Displays the text "Virtual Cities.com" and "Virtual Cities.com" with a large "E" logo.
- Page Footer:** 341 Soquel Avenue, Santa Cruz, CA 95062, To order, make special request, or receive additional information call... Voice: 408 423-0177..... Fax: 408 423-6556, United States Coins

Game Platform

Example

If a 3rd party wants to run a Community game around a Madonna concert ...

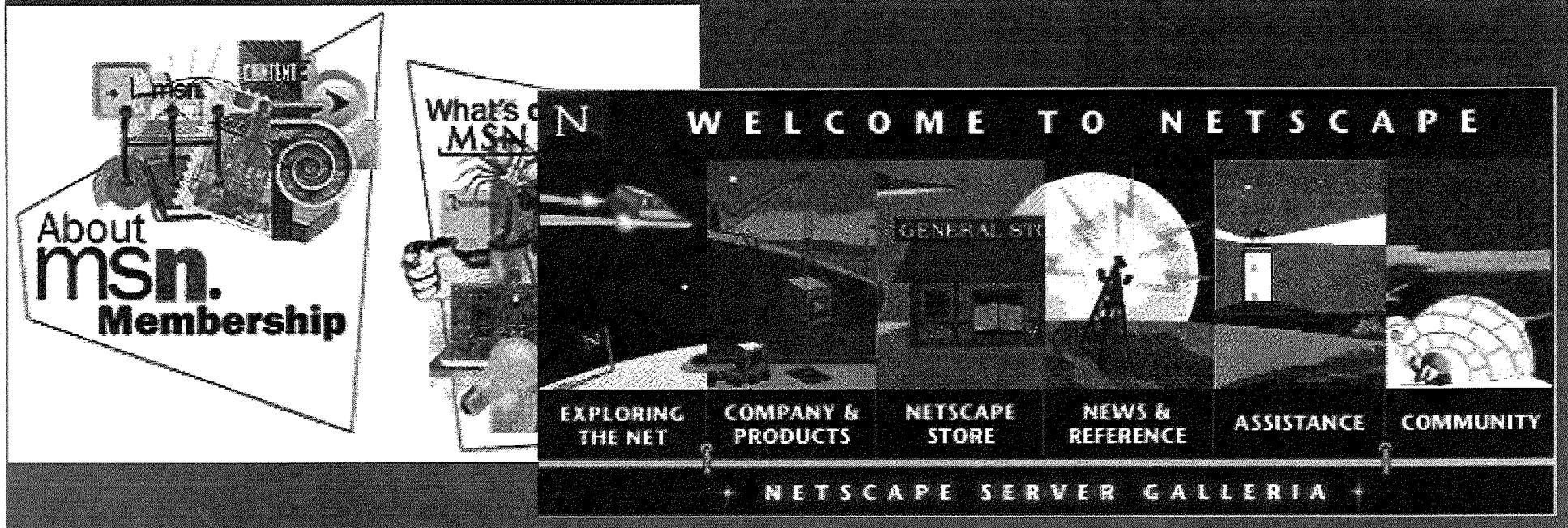
AOL supplies host facilities, ticketing facilities, network facilities.

AOL manages the money and takes a cut.



How can we Compete with (or use) MSN and Netscape?

- ◊ We have all the weapons now-- they don't:
Paying users, client, protocol, servers, service
mentality, Marketing Knowhow.
- ◊ Leverage an Open System to benefit from
other's content and efforts.



How can we Lose?

- ◊ Sticking to our old technology and mindset.
- ◊ Delivering our eyeballs to other's platforms without building our own.
- ◊ Waiting (eg: aggressive following).

How much will it Cost?

- ◊ More than we think. If we are not committed to this to be our next generation product-- We should not start.
- ◊ Multi-year project with yearly deliverables.
- ◊ Development costs: 100 people: \$10M/year (est.)
- ◊ Marketing costs: \$??M/year
- ◊ Probably need Board-Level Buy-In.

Risks Moving Forward

- ◊ We may distract the Brand from its current mission.
- ◊ We may already be too late.
- ◊ We may lose our nerve when a downturn happens and limit funding.
- ◊ We may integrate technology too early into “Brand.”
- ◊ We may not commit our best people to making it a success.

Keys to Success

- ◊ Buy-in: Corporate, Financial, Spiritual.
- ◊ Good Leaders: Capable, Entrepreneurial, Trusted.
- ◊ Independence.
- ◊ Undying support from the top.
- ◊ Follow-through: Never let up until it is done.

If Not Us: Microsoft,
If Not Now: Never.

Lets Create the Future
we want to Live in!